

# **Reference document concerning “Matters relating to the Joint Inspection Unit (JIU): Reports of the JIU” (GB.316/PFA/2)**

## **Status of ILO’s follow-up on JIU recommendations as of June 2012**

This document provides information on the status of action taken by the ILO as a follow-up to the recommendations contained in the following JIU reports:

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<sup>1</sup> The report is available in English at  
[http://www.unjiu.org/data/reports/2010/en2010\\_4.pdf](http://www.unjiu.org/data/reports/2010/en2010_4.pdf),  
 in French at [http://www.unjiu.org/data/reports/2010/2010\\_04FR.pdf](http://www.unjiu.org/data/reports/2010/2010_04FR.pdf),  
 in Spanish at [http://www.unjiu.org/data/reports/2010/2010\\_04SP.pdf](http://www.unjiu.org/data/reports/2010/2010_04SP.pdf).

<sup>2</sup> The report is available in English at  
[http://www.unjiu.org/data/reports/2010/JIU\\_REP\\_2010\\_05%20Final.pdf](http://www.unjiu.org/data/reports/2010/JIU_REP_2010_05%20Final.pdf),  
 in French at [http://www.unjiu.org/data/reports/2010/2010\\_05FR.pdf](http://www.unjiu.org/data/reports/2010/2010_05FR.pdf),  
 in Spanish at [http://www.unjiu.org/data/reports/2010/2010\\_05SP.pdf](http://www.unjiu.org/data/reports/2010/2010_05SP.pdf).

<sup>3</sup> The report is available in English at  
[http://www.unjiu.org/data/reports/2010/JIU\\_REP\\_2010\\_6\\_final.pdf](http://www.unjiu.org/data/reports/2010/JIU_REP_2010_6_final.pdf),  
 in French at [http://www.unjiu.org/data/reports/2010/2010\\_06FR.pdf](http://www.unjiu.org/data/reports/2010/2010_06FR.pdf),  
 in Spanish at [http://www.unjiu.org/data/reports/2010/2010\\_06SP.pdf](http://www.unjiu.org/data/reports/2010/2010_06SP.pdf).

<sup>4</sup> The report is available in English at  
[http://www.unjiu.org/data/reports/2010/JIU\\_REP\\_2010\\_07\\_Final.pdf](http://www.unjiu.org/data/reports/2010/JIU_REP_2010_07_Final.pdf),  
 in French at [http://www.unjiu.org/data/reports/2010/2010\\_07FR.pdf](http://www.unjiu.org/data/reports/2010/2010_07FR.pdf),  
 in Spanish at [http://www.unjiu.org/data/reports/2010/2010\\_07SP.pdf](http://www.unjiu.org/data/reports/2010/2010_07SP.pdf).

<sup>5</sup> The report is available in English at  
[http://www.unjiu.org/data/reports/2010/JIU\\_REP\\_2010\\_8\\_Final.pdf](http://www.unjiu.org/data/reports/2010/JIU_REP_2010_8_Final.pdf),  
 in French at [http://www.unjiu.org/data/reports/2010/2010\\_08FR.pdf](http://www.unjiu.org/data/reports/2010/2010_08FR.pdf),  
 in Spanish at [http://www.unjiu.org/data/reports/2010/2010\\_08SP.PDF](http://www.unjiu.org/data/reports/2010/2010_08SP.PDF).

<sup>6</sup> The report is available in English at  
[http://www.unjiu.org/data/reports/2011/JIU\\_REP\\_2011\\_01.pdf](http://www.unjiu.org/data/reports/2011/JIU_REP_2011_01.pdf),  
 in French at [http://www.unjiu.org/data/reports/2011/2011\\_01FR.pdf](http://www.unjiu.org/data/reports/2011/2011_01FR.pdf),  
 in Spanish at [http://www.unjiu.org/data/reports/2011/2011\\_01SP.pdf](http://www.unjiu.org/data/reports/2011/2011_01SP.pdf).

<sup>7</sup> The report is available in English at  
[http://www.unjiu.org/data/reports/2011/JIU\\_REP\\_2011\\_03\\_Final.pdf](http://www.unjiu.org/data/reports/2011/JIU_REP_2011_03_Final.pdf),  
 in French at [http://www.unjiu.org/data/reports/2011/2011\\_03FR.pdf](http://www.unjiu.org/data/reports/2011/2011_03FR.pdf),  
 in Spanish at [http://www.unjiu.org/data/reports/2011/2011\\_03SP.pdf](http://www.unjiu.org/data/reports/2011/2011_03SP.pdf).

The information is presented in a table structured as follows:

Column 1: Reference number of the report/note;

Column 2: Short title of report/note;<sup>9</sup>

Column 3: Recommendation number;

Column 4: Text of the recommendation;

Column 5: Addressee: “L” indicates when a recommendation is addressed for decision by legislative organ; “E” when a recommendation is addressed for action by executive head; “I” when a recommendation is addressed for action by internal audit/oversight head; and “A” when a recommendation is addressed for action by the audit/oversight committee;

Column 6: Intended impact:

- “Management improvement through enhanced effectiveness”;
- “Management improvement through enhanced efficiency”;
- “Significant, one-time or recurrent, financial savings”;
- “Management improvement through enhanced controls and compliance”;
- “Management improvement through dissemination of best practices”;
- “Enhanced coordination and cooperation between participating organizations”;
- “Enhanced accountability”; and
- “Other”;

Column 7: Acceptance: “Accepted”, “Approved”, “Not accepted”, “Under consideration”, “Not relevant”, and “No reply yet”;

Column 8: Implementation: “Not started”, “In progress”; and “Implemented”;

Column 9: Impact achieved: “Yes”; “Partially”; and “No”; and

Column 10: Remarks.

<sup>8</sup> The report is available in English at  
[http://www.unjiu.org/data/reports/2011/en/en2011\\_5.pdf](http://www.unjiu.org/data/reports/2011/en/en2011_5.pdf),  
in French at [http://www.unjiu.org/data/reports/2011/2011\\_05FR.pdf](http://www.unjiu.org/data/reports/2011/2011_05FR.pdf),  
in Spanish at [http://www.unjiu.org/data/reports/2011/2011\\_05SP.pdf](http://www.unjiu.org/data/reports/2011/2011_05SP.pdf).

<sup>9</sup> To get the full titles, please refer to the JIU website: <http://www.unjiu.org/>.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/4	Review of enterprise risk management in the UN system	1	Executive heads should adopt the first nine benchmarks set out in this report, with a view to ensuring that the ERM [enterprise risk management] approach is accepted and implemented in line with best practices.	E	Enhanced effectiveness	Accepted	In progress	Partially	
JIU/REP/2010/4	Review of enterprise risk management in the UN system	2	Governing bodies should exercise their oversight role regarding the adoption of ERM benchmarks set out in this report, the effectiveness of implementation and the management of critical risks in their respective organizations.	L	Enhanced effectiveness	Accepted	Implemented	Yes	
JIU/REP/2010/5	The audit function in the UN system	1	The internal audit/oversight head should review, at least every three years, the content of the internal audit charter and FRR (financial regulations and rules) pertaining to internal audit for compliance with the International Standards for the Professional Practice of Internal Auditing and present the results of such a review to the executive head and the oversight/audit committee, and any proposed change should be submitted to the legislative/governing body for approval, in order to enhance the independence, role, status and functional effectiveness of the audit function.	I	Enhanced effectiveness	Accepted	Implemented	Yes	The Office of Internal Audit and Oversight (IAO) reviews its Audit Charter and FRR on a regular basis. The Audit Charter last required updating in 2010 when it was presented to the Governing Body, at its March session, for approval.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/5	The audit function in the UN system	2	The internal audit/oversight heads at the United Nations organizations should confirm the independence of the internal audit function annually to the audit/oversight committee, which should report to the legislative/governing body on any threat to or interference with the independence of the internal audit activity and suggest remedial measures, so as to enhance its effectiveness.	I	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO's Independent Oversight Advisory Committee (IOAC) meets at least twice a year. As part of its mandate it reviews the working and independence of the ILO's internal audit function. It prepares and submits a report on its work, findings and conclusions to the Governing Body at its March session on an annual basis. This report would contain any findings pertinent to the ILO's internal audit function.
JIU/REP/2010/5	The audit function in the UN system	3	The legislative/governing bodies should direct the executive heads of the United Nations system organizations concerned to facilitate the submission of the internal audit planning and audit results to the audit/oversight committees, where appropriate, for the latter's review.	L	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO's IOAC meets at least twice a year. As part of its mandate it reviews the working and independence of the ILO's internal audit function. It prepares and submits a report on its work, findings and conclusions to the Governing Body at its March session on an annual basis. This report would contain any findings pertinent to the ILO's internal audit function.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/5	The audit function in the UN system	4	The executive heads of United Nations organizations should ensure that audit staff are selected in accordance with staff regulations and rules, based on audit qualifications and experience as the main selection criteria. These staff should be selected independently from management and administrative influence, so as to ensure fairness and transparency, increased effectiveness and independence of the internal audit function.	E	Enhanced effectiveness	Accepted	Implemented	Yes	This is the practice followed by the ILO.
JIU/REP/2010/5	The audit function in the UN system	5	The internal audit/oversight heads should ensure that recruited staff possess audit or other relevant experience as well as professional certification in audit or accounting at entry level/promotion, in line with best practices.	I	Dissemination of best practices	Accepted	Implemented	Yes	When a competition is launched each vacancy advertisement contains minimum appropriate professional education requirements.
JIU/REP/2010/5	The audit function in the UN system	6	The audit/oversight committees should, as appropriate, review the risk-based needs and planning process of the internal audit and provide guidance on how to improve it.	A	Enhanced effectiveness	Accepted	Implemented	Yes	This is part of the ILO's IOAC mandate, which it carries out on an annual basis once it receives the risk-based plan from the Chief Internal Auditor.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/5	The audit function in the UN system	7	To enhance efficiency, the legislative/governing bodies at the organizations concerned should direct executive heads to review audit staffing and the budget prepared by the internal audit/oversight head, taking into consideration the views of the audit/oversight committees, where appropriate, and should suggest to the executive heads an appropriate course of action, to ensure that the audit function is adequately resourced to implement the audit plan.	L	Enhanced effectiveness	Accepted	Implemented	Yes	The IOAC regularly reviews internal audit workplans and resourcing. Its annual report to the Governing Body comments on this matter and informs the debate on budgetary issues.
JIU/REP/2010/5	The audit function in the UN system	9	Senior management and internal audit/oversight heads should, as appropriate, improve their systems to follow up the implementation of audit recommendations in line with best practices including electronic tracking, monitoring, reporting to executive heads or a management committee at least biannually and to governing/legislative bodies annually, and disclosure of non-implemented high-risk audit recommendations. For the same reason, senior management should ensure timely provision of information on the status of implementation of recommendations to the internal audit/oversight heads. Necessary resources should be allocated to strengthen/establish the system or approval should be sought from legislative/governing bodies to that end.	I	Enhanced effectiveness	Accepted	Implemented	Yes	The ILO has in place an established system of follow-up of internal and external audit recommendations, the results of which are reported to the Governing Body through the IOAC's annual report. The follow-up mechanism is reinforced by two internal governance documents that set out respective roles and responsibilities of management with respect to implementation and follow-up of internal audit recommendations.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/5	The audit function in the UN system	11	The legislative bodies should request the independent audit/oversight committees at United Nations system organizations to review the performance and mandate/audit engagement of external auditors at least every five years, in consultation with the executive heads, and to submit the outcome of such review to the legislative/governing bodies as part of their annual report.	L	Dissemination of best practices	Accepted	Implemented	Yes	The IOAC reviews annually the audit plan and audit results of the external audit. The engagement of the External Auditor, term of office and any renewal are decided upon by the Governing Body, not the IOAC.
JIU/REP/2010/5	The audit function in the UN system	12	The legislative bodies of the United Nations system organizations should, after consulting the independent audit/oversight committee, select an external auditor among competitive and interested supreme audit institutions (SAIs) for a term of four to six years, not immediately renewable. Candidacies should be screened by a subsidiary committee of the legislative/governing body against established criteria/requirements including rotation and geographical representation.	L	Enhanced effectiveness	Accepted	Implemented	Yes	The appointment of the External Auditor is based upon a recommendation from a selection committee formed for that purpose and comprising members of the Governing Body. A competitive process open to the SAIs of all member States is followed. Selection is based on competence, experience and rotation.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/5	The audit function in the UN system	13	To enhance accountability and transparency, the legislative/governing bodies should require that the financial statements be finalized no later than three months after the end of the financial period to enable the external auditor to submit his/her report, first to the audit/oversight committee and then, no later than six months after the end of the financial period to the legislative/governing body, and to have it published on the website of the Organization.	L	Enhanced accountability	Accepted	Implemented	Yes	These requirements already exist in the ILO Financial Regulations and are complied with.
JIU/REP/2010/5	The audit function in the UN system	14	The legislative/governing bodies in the United Nations system organizations direct the executive heads at each organization to inform them of all third-party audit/verification requests, after consulting the audit/oversight committees and the external auditors.	L	Enhanced controls and compliance	Accepted	Implemented	Yes	The long-form External Audit Report provides details of such audits to the Governing Body.
JIU/REP/2010/5	The audit function in the UN system	15	To enhance accountability, controls and compliance, the legislative bodies should revise the mandates of audit/oversight committees to include the review of both internal and external auditors' performance as well as other responsibilities, including governance and risk management.	L	Enhanced effectiveness	Under consideration	In progress	Partially	The mandate of the IOAC is currently under review by the Governing Body.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/5	The audit function in the UN system	16	The legislative bodies should require that the charter of the audit/oversight committees be reviewed regularly, at least every three years, and any change be submitted for the approval of the legislative bodies.	L	Enhanced effectiveness	Under consideration	In progress	Partially	The IOAC was established for a four-year trial period in 2008. It has now been confirmed as a permanent body and its mandate is being reviewed by the Governing Body.
JIU/REP/2010/5	The audit function in the UN system	17	The legislative/governing bodies should elect/appoint the audit/oversight committee members, the number of whom should vary between five and seven members with due regard to professional competency, geographical distribution and gender balance so as to represent the governing bodies' collective interests. The candidates should be screened by a committee, unless the audit/ oversight committee is a subcommittee of the legislative/ governing bodies, to ensure compliance with the said requirements, including independence before their appointment.	L	Dissemination of best practices	Accepted	In progress	Yes	The Governing Body has currently reviewed the composition and selection criteria. Experience and competence are the two key criteria for membership with due consideration being given to gender and geographical representation. A screening committee is also foreseen as part of the selection process.
JIU/REP/2010/5	The audit function in the UN system	18	To ensure transparency and disseminate best practices, the chair of the audit/oversight committee should submit at least one annual report directly to legislative/ governing bodies with separate comments by executive heads, if any, which should be published on the website of the Organization, in line with best practices.	A	Dissemination of best practices	Accepted	Implemented	Yes	The Chair of the IOAC submits an annual report to the Governing Body which is published on the ILO website.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/6	Preparedness of UN system organizations for IPSAS	1	The legislative bodies should request their respective executive heads to issue regular progress reports on the implementation status of IPSAS.	L	Enhanced accountability	Accepted	Implemented	Yes	The Director-General has submitted regular reports to the Governing Body on the implementation status of IPSAS at the ILO. Annually, the External Auditor has addressed progress on IPSAS and the Office's replies have been shared with the Governing Body. Furthermore, at each session of the IOAC the Office provides an update on progress. Full IPSAS implementation will be achieved in 2012.
JIU/REP/2010/6	Preparedness of UN system organizations for IPSAS	2	The legislative bodies should provide the appropriate support, staffing and funding required to ensure successful and effective transition to IPSAS.	L	Enhanced accountability	Accepted	Implemented	Partially	The Governing Body has encouraged the Office to move forward with the implementation and approved amendments to statutory documents. It provided partial funding for the IPSAS project at the ILO, which had to be supplemented through the reallocation of internal resources.
JIU/REP/2010/6	Preparedness of UN system organizations for IPSAS	3	The Executive Heads should ensure that the set of 16 best practices identified in the present JIU report is applied when implementing the IPSAS project.	E	Enhanced accountability	Not accepted	In progress	Partially	Due to resource constraints the ILO was not able to follow all of the recommended "best practices". However, a phased implementation approach was successfully adopted instead.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the UN system	1	The legislative bodies of the United Nations system organizations should strengthen the integrated management of the regular budget and extra-budgetary resources in order to ensure that the extra-budgetary resources, including the trust funds, are in line with the strategic and programmatic priorities of the organizations.	L	Enhanced effectiveness	Accepted	Implemented	Partially	Since 2010, the ILO has undertaken significant efforts in integrated management of the regular budget and extra-budgetary resources in order to ensure that the extra-budgetary resources (including funds in trust) are in line with the strategic and programmatic priorities of the Organization.
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the UN system	2	The legislative bodies of the United Nations system organizations should invite all donors to respond favourably to the efforts made by the organizations to increase the portion and volume of thematic trust funds and other types of pooled funds, in order to facilitate more efficient trust fund management.	L	Enhanced effectiveness	Accepted	In progress	Partially	Especially the so-called "like-minded donors" have been able to provide their funding in an increasingly unearmarked way to allow the ILO to pool resources towards specific outcomes.
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the UN system	3	The executive heads of the United Nations system organizations should ensure that risks related to trust funds are assessed, and measures are taken to manage them.	E	Other	Accepted	In progress	Partially	Risk management is a fundamental part of all technical cooperation (TC). They have to be assessed and managed through adequate measures. Nevertheless, they have to take into account the specificities of the different nature of the different organizations (e.g. in the ILO, since it is tripartite, the opinion of the constituents has to be taken into account).

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the UN system	4	The executive heads of the United Nations system organizations should review, consolidate and update existing legal instruments relating to the administration and management of trust funds in their organizations, and ensure that they are available to and accessible by all staff concerned in a user-friendly format.	E	Enhanced efficiency	Accepted	Implemented	Yes	The ILO's standard "funds in trust" template available online to all units and offices. Again, the legal instruments have to be linked with the specificities of the different nature of the different organizations (e.g. in the ILO, since it is tripartite, the opinion of the constituents has to be taken into account in the legal instruments).
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the UN system	7	The legislative bodies of the United Nations system organizations should review the harmonized cost recovery policies and principles for trust funds and activities financed by other extra-budgetary resources, once they have been agreed within the CEB, with a view to updating the cost recovery policies of their organizations accordingly.	L	Other	Under consideration	In progress	Partially	
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the UN system	8	The executive heads of the United Nations system organizations should ensure that their current and future ERP (enterprise resource planning) systems can provide the required financial data for managing, monitoring and reporting on trust funds and trust fund-financed activities.	E	Enhanced efficiency	Accepted	Implemented	Partially	Roll-out of the ILO's ERP system (IRIS) in process to all field offices.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the UN system	9	The executive heads of the United Nations system organizations should review and update the provisions for delegation of authority with regard to trust fund management with a view to adjusting to the changing and increasing role of the regional and country offices.	E	Enhanced accountability	Accepted	In progress	Partially	Delegation of authority to sign trust fund agreements on an ad hoc basis is provided to external offices. However, in general, authority remains centralized in order to ensure adequate protection for the organization and member States.
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the UN system	10	The executive heads of the United Nations system organizations should ensure that training programmes for field staff include adequate training on trust fund administration and management.	E	Enhanced efficiency	Accepted	In progress	Partially	Training programmes on TC management include section on funding arrangements.
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the UN system	11	When preparing their internal audit plan, the heads of internal audit in the United Nations system organizations should ensure that appropriate attention is given to the risks directly related to the operation and management of trust funds, including, but not limited to, large trust funds.	E	Other	Accepted	In progress	Partially	The ILO's audit planning is risk-based with due consideration being given to risks specific to project activities. The plan and its underlying methodology are reviewed regularly with the audit committee.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/7	Policies and procedures for the administration of trust funds in the UN system	13	The Secretary-General, in his capacity as Chairperson of the CEB, should request the UNDG to review the current framework for auditing coverage, and achieving more integrated audits. MDTFs in close collaboration with the heads of internal audit of the organizations participating in MDTFs, with a view to incorporating risk-based planning concepts, enhancing MDTF audit coverage, and achieving more integrated audits.	E	Other	Not relevant	N/A	N/A	This recommendation is addressed to the UN Secretary-General as Chair of the CEB.

JIU/REP/2010/8	Staff mobility and work-life balance	4	The executive heads of the organizations of the United Nations common system should review their internal staff mobility and/or staff rotation schemes from a system-wide perspective, in order to make them supportive, consistent and coherent with inter-agency mobility initiatives.	E	Enhanced coordination and cooperation	Accepted	In progress	Yes	Increased inter-agency staff mobility was included as one of the targets in the Human Resources Strategy for 2010–15.
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Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/8	Staff mobility and work-life balance	5	In the context of the CEB, the executive heads of the organizations of the United Nations common system should review their internal relevant rules, with a view to granting that all vacant posts within their respective organizations are open to all United Nations staff members, including those working in other system organizations on an equal basis as those established for their own staff.	E	Enhanced coordination and cooperation	Under consideration	Not started	No	ILO internal rules (article 4.2(g) of the Staff Regulations) already provide for treatment of candidates from other UN organizations on an equal footing to internal candidates, but subject to reciprocity. The difficulty does not reside in the adaptation of the rules, but on political and logistical constraints, including in the ILO an assessment of the impact of the measure on the achievement of targets such as geographical diversity, gender balance, internal mobility, integration of TC staff, career progression, etc. It should also be noted that the definition of internal candidates in the ILO is subject to negotiation with the Staff Union under the existing collective agreement on recruitment and selection.
JIU/REP/2010/8	Staff mobility and work-life balance	9	The legislative bodies of the organizations of the United Nations common system should bring to the attention of the host countries' authorities the need to facilitate the access to local labour markets for the spouses of staff members of international organizations, through, inter alia, the granting of work permits or similar arrangements.	L	Other	Accepted	In progress	Yes	The ILO has been particularly active since the mid-1990s (inception of the Active Partnership Policy) in including provision for facilitation of spousal work permits in new host agreements or the revision of those agreements.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2010/8	Staff mobility and work-life balance	10	The executive heads of the organizations of the United Nations common system should systematically assess the performance of work-life balance programmes periodically and include, inter alia, a cost-benefit analysis of such programmes as part of their regular performance reporting.	E	Enhanced efficiency	Accepted	In progress	Partially	This is accepted in principle and implemented in particular through staff satisfaction surveys.
JIU/REP/2011/1	Review of the medical service in the UN system	1	Executive heads of United Nations system organizations should appoint focal points in their respective organizations to facilitate the development and implementation of the necessary occupational safety and health policies and procedures, and should present them without delay to their respective legislative bodies for adoption.	E	Enhanced efficiency	Under consideration	In progress	No	
JIU/REP/2011/1	Review of the medical service in the UN system	2	The legislative bodies of United Nations system organizations should adopt appropriate standards with regard to occupational safety and health issues, taking into account and ensuring compatibility with emerging modifications to the Minimum Operating Safety and Security Standards.	L	Enhanced efficiency	Under consideration	Not started	No	
JIU/REP/2011/1	Review of the medical service in the UN system	3	Executive heads of United Nations system organizations should implement systems enabling the electronic capture/archiving of staff members' medical records, if they are not already in place.	E	Dissemination of best practices	Under consideration	Not started	No	

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/3	South-South and triangular cooperation in the UN system	3	The legislative bodies of United Nations system organizations should request the executive heads to establish identifiable and dedicated structures, mechanisms and focal points tasked with developing agency-specific corporate policy and support strategy, and ensure coordination on South-South and triangular cooperation within their respective organizations and inter-agencies, through the reallocation of the necessary staff and resources for this purpose, as appropriate.	L	Dissemination of best practices	Approved	In progress	Partially	<p>The Programme and Budget for 2012-13 has allocated funds for a South-South and triangular cooperation (SSTC) strategy and initiative in the ILO.</p> <p>The Governing Body of the ILO adopted on 22 March an SSTC strategy for the Office including a special initiative within the Partnerships Department of the ILO. The SSTC initiative has a coordinator who is the Senior External Relations Specialist for South-South cooperation and UN affairs.</p> <p>This is not a new structure but the additional funds allowed for six months of additional professional short-term support to the initiative.</p> <p>The Office has also appointed focal points on SSTC in each Sector of the ILO's strategic objectives (Standards and fundamental principles and rights at work, Employment, Social protection and Social dialogue).</p> <p>Finally, when it comes to technical cooperation, projects funded by Brazil include a coordinator for SSTC in the ILO's country office in Brasilia, as well as national coordinators in partner countries in the Americas, Africa and Asia.</p>

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/3	South-South and triangular cooperation in the UN system	9	The legislative and governing bodies of the United Nations system organizations should request the executive heads to apportion a specific percentage – not less than 0.5 per cent – of core budget resources for the promotion of South-South cooperation (SSC) in their respective areas of competence, in consultation with programme countries; and to agree with donor countries to use a specific portion of extra-budgetary resources to finance SSC and triangular cooperation initiatives.	L	Enhanced effectiveness	Under consideration	In progress	Partially	<p>Even though the budget in the programme and budget does not include a percentage, an allocation of 1.5 million was designated to SSTC in the Programme and Budget for 2012–13.</p> <p>In addition, the ILO has raised close to 10 million dollars in SSTC from Brazil, China, Turkey in the past five years. Additional funds have been raised as “triangular” cooperation (South–South–North) through the support of countries to SSTC initiatives, such as the United States, Spain and France.</p>
JIU/REP/2011/5	Accountability frameworks in the UN system	2	The legislative bodies of United Nations system organizations, which have not yet done so, should take decisions based on a results-based management (RBM) approach and ensure that the necessary resources are allocated to implement the organizations' strategic plans and results-based management.	L	Significant financial savings	Accepted	Implemented	Partially	RBM was implemented with the intention of improving management and more effectively utilizing resources. It was never expected that significant financial savings would result.
JIU/REP/2011/5	Accountability frameworks in the UN system	3	Executive heads should incorporate evaluation, including self-evaluation results, in their annual reporting to legislative bodies.	E	Enhanced controls and compliance	Accepted	Implemented	Yes	This was in place before the JIU inspection.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/5	Accountability frameworks in the UN system	4	Executive heads of organizations which have not yet done so should inform their staff members on his/her decisions on disciplinary measures imposed on staff by publishing lists (in annexes to the annual reports and on a website) describing the offence and measures taken while ensuring anonymity of the staff member concerned.	E	Enhanced controls and compliance	Not accepted	Not started	No	The ILO's position was explained in the notes provided on the draft report: "this proposal risks compromising the duty of the Organization to its staff members, both in relation to respect for their dignity and the related duty of confidentiality. The ILO would prefer to see the inspectors focus on a balanced approach of the sort it has adopted, in which the accountability framework, including responsibilities and disciplinary consequences, is the subject of an intensive and thorough training of all staff members, along with, in parallel, the operation of a highly confidential and impartial system for the imposition of discipline and, where necessary, sanctions".
JIU/REP/2011/5	Accountability frameworks in the UN system	5	Executive heads should instruct their human resources divisions to put mechanisms in place for recognizing outstanding performance by developing creative ways and means to motivate staff through awards, rewards, and other incentives.	E	Dissemination of best practices	Accepted	In progress	Partially	Progress on a comprehensive review of the recognition and rewards system to reinforce recognition for outstanding performance is contingent on agreement being reached with the Staff Union.

Report number	Short title	Rec	Recommendation	Addressee	Intended impact	Acceptance	Implementation	Impact achieved	Remarks
JIU/REP/2011/5	Accountability frameworks in the UN system	6	The Executive heads should develop and implement an information disclosure policy to heighten transparency and accountability in their respective organizations as a matter of urgency in the event that they have not already done so and report to the legislative bodies accordingly.	E	Dissemination of best practices	Accepted	Implemented	Yes	This was in place before the JIU inspection.

